



Impact of Workload and Work Stress on Employee Productivity: The Mediating Role of Job Satisfaction in Riau Jaya Paving Trading, Pekanbaru

Yudi Irvandi ^{1*},
Abd Razak Jer ²,

^{1,2} Islamic University of Riau

ARTICLE INFO

ABSTRACT

ISSN: 2723-1097

Research Aims: This study aims to determine the influence of workload and work stress on employee productivity, with job satisfaction as a mediating variable, among UD Riau Jaya Paving employees in Pekanbaru. The population for the study consists of all production employees, totaling 44 individuals. Data collection techniques used in this study include questionnaires and interviews. Data analysis was conducted using a descriptive method with a quantitative approach, employing SmartPLS for analysis.

Design/methodology/approach: A quantitative approach was employed, using descriptive methods. Data was gathered through questionnaires and interviews and analyzed using SmartPLS.

Research Findings: The findings of this study indicate that workload impacts the job satisfaction of production employees. Additionally, workload affects the productivity of production employees. Job satisfaction is found to influence the productivity of production employees as well. Moreover, work stress has an impact on the productivity of production employees. Notably, workload impacts productivity through job satisfaction among production employees, and work stress affects productivity through job satisfaction.

Theoretical Contribution/Originality: This research contributes to the understanding of how workload and work stress influence productivity, emphasizing the mediating role of job satisfaction among production employees at UD Riau Jaya Paving.

Keywords: Work Stress Workload, Employee Productivity, Employee Job Satisfaction

Introduction

In this era of globalization, competition in the industrial world is getting tighter, especially in the paving block production sector. In this context, human resource management is a key factor that affects company productivity. Two aspects that have a significant impact on employee productivity are workload and work stress. High workloads and high stress levels can have serious consequences for employee well-being and overall organizational productivity. According to (A. Yulia, T. Bernhard, 2019) There is a negative correlation between work stress levels and employee productivity, which means that any increase in work stress tends to lead to a decrease in productivity, and vice versa. On the contrary, the results of the study (Ilham & Arif Partono Prasetio, 2022) stated that work stress has a positive and

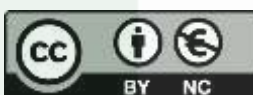
significant impact on employee productivity. To a certain extent, work stress is considered very important to encourage employees to work harder.

The workload includes several tasks and responsibilities that must be carried out by UD paving production employees. Riau Jaya Paving. High workloads can result in increased burnout and lower employee motivation, which in turn can affect their productivity. This is emphasized by (Nabawi, 2019) That said, some negative effects can arise due to excessive workload on employees. Physical and mental fatigue can appear, along with emotional reactions such as headaches, indigestion, and irritability. On the other hand, a workload that is too light can result in a lack of activity that can lead to boredom. Boredom in minimal work or tasks can reduce concentration and potentially harm employee well-being.

On the other hand, work stress can stem from a variety of factors, such as time pressure, job demands, and intensive interpersonal interactions. High competition and professional expectations result in a number of pressures that workers must face. This pressure can create discomfort during work and potentially cause work stress for employees (Lestari & et al., 2020). Work stress that is not properly addressed can interfere with employees' mental and physical health, and potentially reduce productivity.

However, in the face of these challenges, it is important to understand the role of mediating variables, such as job satisfaction, in linking workload and work stress to employee productivity. Job satisfaction is considered a variable that can amortize the negative impact of workload and work stress on productivity, as employees who are satisfied with their jobs tend to be more motivated and have better productivity. If all the needs or desires of employees are met, this will create a feeling of satisfaction. Employees who experience a high level of satisfaction tend to experience an automatic increase in productivity (Asmawiyah et al., 2020).

The development of the paving block printing industry in the city of Pekanbaru has experienced significant growth, illustrated by the increase in the number of new businesses every year with a variety of production and molds. The diversity of these types of paving blocks responds to the various needs of the community, such as use for shophouses, houses, offices, and roads, because of their ability to absorb water. This condition creates a great opportunity for paving block business actors who have the acumen to understand and respond to market needs. Businesses that are able to meet the needs and desires of consumers in these various sectors are likely to receive a positive response and increase their attractiveness in the eyes of the public. Increasing productivity and employee productivity is a major focus for companies, especially in the context of the paving block production industry. In the face of competitive demands and professional pressure, aspects such as workload and work stress are important concerns. This study seeks to investigate the influence of workload and work stress on employee productivity on the paving block production environment in Pekanbaru.



UD. Riau Jaya Paving is a company engaged in the installation of paving blocks and the production of paving blocks. This MSME has 5 companies with the same name but with different owners in the Pekanbaru area, so the author chose to conduct research on these MSMEs. Results of a survey on employee productivity from several paving block companies in Pekanbaru in 2023.

This study aims to analyze the influence of workload and work stress on the productivity of UD employees. Riau Jaya Paving, with job satisfaction as a mediating variable. With a deeper understanding of the relationship between these variables, it is hoped that more effective human resource management strategies can be found to improve employee well-being and overall organizational productivity. UD. Riau Jaya Paving has employees who master different fields and characteristics. This study only focuses on sampling employees who work in the production of paving blocks.

Literature Review

Employee Productivity

Productivity is a working relationship between the number of products produced and the number of resources used to produce those products, or it can be formulated as a ratio between the results achieved and the sacrifices made (Yohan, 2019). According to (Okta, 2019) Work productivity is a measure that compares the results achieved with the time it takes by a worker to produce a product. Meanwhile, according to (Amelia, 2019) Age can affect work productivity. Workers in the productive age range usually have a higher level of productivity compared to older workers, because their physical condition tends to be stronger and unlimited. According to (Desi, 2019) Situational factors also affect a person's performance. Supportive conditions, such as good facilities, a quiet environment, and fair leaders, tend to improve performance. On the other hand, less supportive conditions, such as poor facilities and authoritarian leaders, can reduce performance. there are also indicators of work productivity including ability, improving achieved results, work morale, self-development, quality and efficiency (Maludin, 2019).

Workload

Workload is a step to determine the number of working hours required or used to complete a task within a certain time limit (Nur et al., 2020). Another opinion is that workload is a work task that can cause stress, such as tasks that require speed, achievement of results, and concentration that produce stress from work (Ali et al., 2022). Meanwhile, according to (Lumunon et al., 2019) Workload refers to how often an activity is performed in a given period of time. It includes the conditions of a job with a description of the tasks that must be completed within the specified time limit. Based on the opinions of the experts above, it can be concluded that workload is how often an activity is carried out in a period of time, including a description of tasks that must be completed within a certain time limit. This involves stressful aspects of the task, such as speed, achievement of results, and concentration, with the addition



of the concept of determining the number of hours of work needed to complete a task within a set time limit. The workload given to employees can be classified into three conditions, namely workload in accordance with standards, workload that exceeds capacity (*over capacity*), and workloads that are less than capacity (*under capacity*) (Yusuf et al., 2019). Some indicators to measure workload include work duration, work volume, physical factors needed, pressure from leadership (Sutikno, 2020).

Work Stress

Stress is a term that refers to an experience in which the demands of the environment in a situation exceed the individual's psychological perception and physiological ability to cope with them effectively (Novaritpraja, 2020). According to (Rindorindo et al., 2019) Stress is an ever-changing state in which a person faces opportunities, demands, or resources related to his or her desires and expectations, the outcome of which is considered uncertain and of significant significance to the individual. Meanwhile, according to (Wirya et al., 2020) Work stress is a tension situation that results in an imbalance between physical and mental aspects, impacting an employee's emotions, thought processes, and overall condition. From some of the opinions of the experts above, it can be concluded that work stress is a psychological condition that arises when employees feel burdened in facing work tasks, involving physical and psychological imbalances and affecting emotions and thought processes. According to (Subroto, 2017) Stress can be triggered by two main factors, namely internal factors and external factors. Internal factors involve aspects such as a person's personality, abilities, and cultural values. Meanwhile, external factors include intrinsic factors, roles in the organization, career development, working relationships, and organizational structure and characteristics. There are also indicators of work stress including workload, level of authority and responsibility, physical or health condition, discomfort, work pressure (Buulolo et al., 2021).

Job Satisfaction

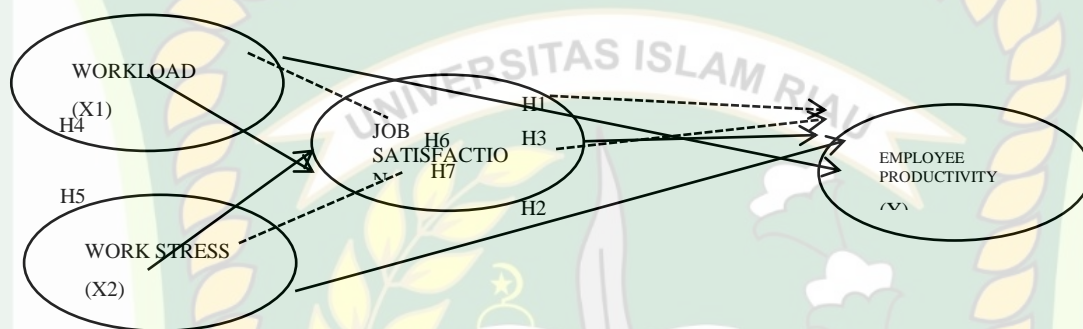
Job satisfaction is an individual's evaluation of various aspects of the job that create a certain feeling towards the job (Rosmaini & Tanjung, 2019). Job satisfaction refers to the actions of employees who are satisfied with the contribution made by the organization they work for, and this is reflected in the positive attitude of employees towards the organization (Sutoro et al., 2020). Another opinion is that job satisfaction is a general view of a person's job, which includes the difference between the rewards an employee receives and their expectations of what they are supposed to receive (Jufrizen & Sitorus, 2021). From some of the definitions above, it is explained that job satisfaction is an individual's evaluation of aspects of work, including a negative view of the organization's contribution and the difference between the remuneration received and the employee's expectations. Employee job satisfaction can be affected by a variety of factors, such as the challenging nature of



the job, awarding, work environment conditions, and interpersonal relationships (Paparang et al., 2021). The indicators of job satisfaction according to (Rahayu & Dahlia, 2023) involves the following aspects: (1) the nature of the work itself; (2) quality of supervision; (3) interaction with colleagues; (4) promotional opportunities; and (5) compensation.

Research Outline

Figure 1. Research Outline



Source: (Filliantoni et al., 2019)

Research Hypothesis

Based on the above research framework, the hypothesis of this research is:

H1 : Workload variable affects employee productivity variables in Paving Block production.

H2 : Work stress variables affect employee productivity variables in Paving Block production.

H3 : Job satisfaction variable affects employee productivity variables in Paving Block production.

H4 : Workload variable affects employee productivity variables in Paving Block production through job satisfaction.

H5 : Work stress variables affect employee productivity variables in Paving Block production through job satisfaction.

H6 : Workload variables affect employee productivity variables in Paving Block production through job satisfaction.

H7 : Work stress variables affect employee productivity variables in Paving Block production through job satisfaction.

Method

This study aims to analyze the influence of workload and work stress on job satisfaction and productivity of paving block production employees at UD. Riau Jaya Paving. This research was conducted at UD. Riau Jaya Paving, located at Jl. Arifin Ahmad (there are two Riau Jaya Paving companies), Jl. Lintas Timur KM 14, Jl. Garuda Sakit, and Jl. Kartama. The research period starts in December 2023 until



completion. This study uses a descriptive method with a quantitative approach, with the type and source of data used being primary data in the form of information obtained directly from the research object through interviews and questionnaires with all UD. Riau Jaya Paving employees. Secondary data consists of information compiled by the company, such as a brief history of the company, reports, literature, and previous research journals. In this study, workload analysis will cover factors such as work duration, task intensity, and the complexity of the tasks faced by employees. Work stress will be analyzed through indicators such as time pressure, relationships among employees, and managerial support. Job satisfaction will be evaluated based on aspects such as salary, working conditions, and career development opportunities. Productivity will be measured by the amount of output produced and the quality of the paving block products. Data collection was conducted using a survey method, where questionnaires were distributed to all employees to obtain a comprehensive picture of their working conditions. The data obtained will be analyzed using statistical techniques to determine the relationship between workload, work stress, job satisfaction, and productivity. The results of this study are expected to contribute to formulating effective management strategies to enhance job satisfaction and employee productivity at UD. Riau Jaya Paving.

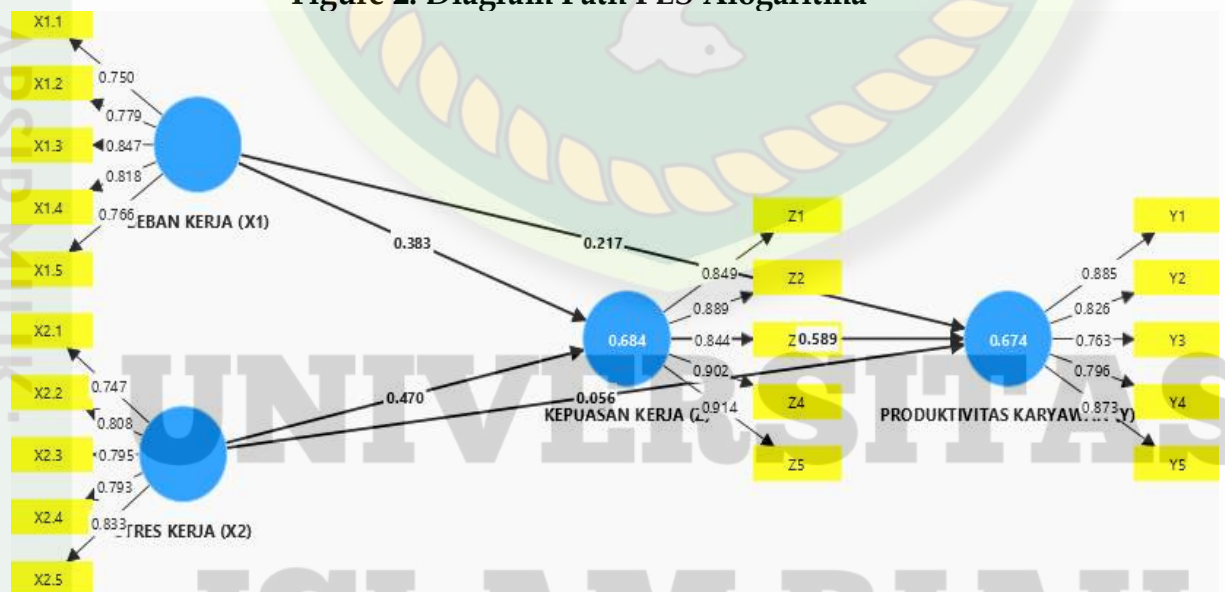
Result and Discussion

Evaluation of Measurement Model

Validity Test

Based on the research of Hair et al., an indicator is said to be valid if it has a loading factor value above 0.70 categorized as (*excellent*) in the construct variable being tested. The results of the validity test using SmartPLS obtained the *loading factor* value on the *outer loading* table as follows:

Figure 2. Diagram Path PLS Alogaritma



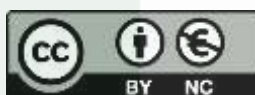


Source : Results of data processing of the SmartPLS application

Table 1. Loading Factor Test Results

Items	Workload	Work Stress	Productivity	Job Satisfaction
X				
1.1	0.823			
X				
1.2	0.896			
X				
1.3	0.885			
X				
1.4	0.866			
X				
1.5	0.836			
X				
2.1		0.831		
X				
2.2		0.856		
X				
2.3		0.931		
X				
2.4		0.874		
X				
2.5		0.835		
Y				
1			0.782	
Y				
2			0.848	
Y				
3			0.783	
Y				
4			0.830	
Y				
5			0.784	
Z				
1				0.844
Z				
2				0.844
Z				
3				0.753

UNIVERSITAS ISLAM RIAU





4	Z	0.851
5	Z	0.777

After the loading factor was implemented, the resulting loading value showed a value exceeding 0.7, which was in accordance with the criteria set by Hair et al. Furthermore, the data was analyzed by evaluating the validity of each variable (AVE) in the context of reliability and validity, namely:

Table 2. Construct Reliability and Validity Test

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Workload	0.913	0.914	0.935	0.742
Work Stress	0.916	0.917	0.937	0.750
Productivity	0.865	0.867	0.902	0.649
Job Satisfaction	0.873	0.878	0.908	0.663

Source : Results of data processing of the SmartPLS application

The analysis of the validity test results in table 2 can conclude that the Average Variance Extracted (AVE) value exceeds > 0.5 for all constructs in the research model. Hasil AVE on the four variables meets the requirements of convergent validity.

Reliability Test

The Reliability Test can be seen from the hasil of the Composite Reliability value in table 2. For each variable, the Composite Reliability value exceeds 0.7, then the construct can describe 50% of the variance in the indicator. All constructs in the diestimasi model meet the validity criteria of diskriminan. The reliability test was also strengthened using Cronbach's alpha where the recommended value should be > 0.6 . The results in the table show that Cronbach's alpha value for the entire construct is 0.6.

Evaluation of Structural Model

The initial stage for evaluating the structural model is to analyze and examine the possibility of a linear correlation between the existing construct and the model's predictive ability. Then the predictive capability of the model was measured using 2 criteria, namely the determination coefficient (R²) and the path coefficient (path coefficients) (Sarstedt, 2019). The determination coefficient (R-square) is used to assess the extent to which the variasi on the bound variable can be described as the independent variable, by evaluating the extent through the significance test of the influence of the independent variable on the bound variable.

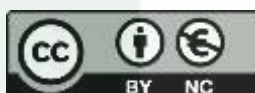




Table 3. Coefficient of Determination

Variable	R-Square	R-Square Adjusted
Job Satisfaction	0.684	0.668
Productivity	0.674	0.650

Source : Results of data processing of the SmartPLS application

The results of the data analysis show that the R2 value for the Job Satisfaction construct is 0.684 which indicates that the Job Satisfaction variable is able to explain about 68.4% of the variation in the data. In sisi lain, nilai R2 for the Productivity variable is 0.674, which shows that the Productivity variable is able to explain about 67.4% of the variation in the data. In the context of interpretation, the influence of Job Satisfaction is categorized as strong, while the influence of Productivity is categorized as strong. This result is according to Sarstedt's definition which classifies the value of the coefficient of determinasi with a range between 0 and 1, where the value of R2 0.60 is considered (strong), 0.50 is considered (moderate) and 0.25 is considered (weak).

Hypothesis Test

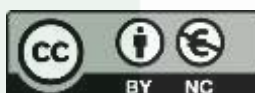
Direct Effect

Based on the data processing that has been carried out to answer hypotheses. The hypothesis test in this study was carried out using *the bootstrapping* procedure. The study adopted a confidence level of 95%, which means an alpha uncertainty level of 5% (0.05). The t-table value used is 1.98. If the t-table value is 1.96, then the hypothesis is acceptable The results of *the bootstrapping* analysis for direct influence are as follows:

Table 4. Bootstrapping Test Results

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	
Workload -> Job Satisfaction	0.533	7	0.53	0.103	5.164	0.000
Workload -> Productivity	0.215	6	0.21	0.078	2.772	0.006
Job Satisfaction -> Productivity	0.232	1	0.23	0.070	3.303	0.001
Work Stress -> Job Satisfaction	0.406	4	0.40	0.108	3.752	0.000
Work Stress -> Productivity	0.586	6	0.58	0.067	8.777	0.000

Source : Calculate Bootstrapping SmartPLS





Hypothesis Testing (H1): The results of Table 5 answer the first hypothesis of Workload impacting the Job Satisfaction of UD production employees. Riau Jaya Paving. The t-value of statistik is 5.164 is greater than the t-value of $>$ table 1.98. In addition, the original sample value was also positive, namely 0.533 with a p-value of 0.000. This shows that Workload has a significant impact on Job Satisfaction in UD production employees. Riau Jaya Paving. The first hypothesis was accepted.

Hypothesis Testing (H2): The results from Table 5 also answer the second hypothesis Workload impacts on UD production employee productivity. Riau Jaya Paving. The statistical t-value of 2.772 is greater than the t-value of the $>$ table 1.98. In addition, the original sample value was positive, namely 0.215, with a p-value of 0.006. Workload has a significant impact on the productivity of UD production employees. Riau Jaya Paving. The second hypothesis was accepted.

Hypothesis Testing (H3): Hasil from Table 5 also answers the third hypothesis Job satisfaction has an impact on the productivity of UD production employees. Riau Jaya Paving. The value of t statistik is 3.303 is greater than the table $>$ 1.98 In addition, the value of the original sample is positive, which is 0.232, with a p-value of 0.001. Im shows that Job Satisfaction has a significant impact on the productivity of UD production employees. Riau Jaya Paving. The third hypothesis was accepted.

Hypothesis Testing (H4): Hasil dari Table 5 also answers the fourth hypothesis of Work Stress having an impact on the Job Satisfaction of UD production employees. Riau Jaya Paving. The t-value of statistik is 3.752 $>$ the t-value of the table $>$ 1.98. In addition, the original sample value was positive, namely 0.406, with a p-value of 0.000. This shows that Work Stress has a significant impact on the Job Satisfaction of UD production employees. Riau Jaya Paving. The fourth hypothesis was accepted.

Hypothesis Testing (H5): Hasil dari Table 5 also answers the fifth hypothesis of Work Stress having an impact on the productivity of UD production employees. Riau Jaya Paving. The t-value of statistik is 8.777 $>$ the t-value of the table $>$ 1.98. In addition, the original sample value was positive, namely 0.586, with a p-value of 0.000. This shows that Work Stress has a significant impact on the productivity of UD production employees. Riau Jaya Paving. The fourth hypothesis was accepted.

Indirect Effect

Furthermore, the indirect influence in the study is the influence of Workload on Productivity through Job Satisfaction, as well as the influence of Work Stress on Productivity through Job Satisfaction. This test was carried out with a confidence level of 95% and using a t-table value of 1.98, namely:

Table 5. Bootstrapping Test Results

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Workload -> Job Satisfaction	0.124	0.123	0.044	2.799	0.005



-> Productivity					
Work Stress ->					
Job Satisfaction	0.094	0.094	0.041	2.288	0.022
-> Productivity					

Source : Calculate Bootstrapping SmartPLS

Hypothesis Testing (H6): The results of table 6 above answer the sixth hypothesis Workload has an impact on Productivity through Job satisfaction has a significant impact with a statistical t value of 2.799 greater than the t of table > 1.98 with a positive sample original value of 0.124 with a p value of 0.005 meaning that Workload has an impact on Productivity through job satisfaction in UD production employees. Riau Jaya Paving. The sixth hypothesis was accepted.

Hypothesis Testing (H7): The results of table 6 above answer the seventh hypothesis that Work Stress has an impact on Productivity through Job Satisfaction has a significant impact with a statistical t value of 2.288 greater than the t of table > 1.98 with a positive original sample value of 0.094 with a p value of 0.022 meaning that *Burnout* has an impact on Productivity through Job Satisfaction in UD production employees. Riau Jaya Paving. The seventh hypothesis was accepted.

Hypothesis Testing (H8): The results of table 4 above answer the eighth hypothesis The Effect of Workload and Work Stress on Employee Productivity with Job Satisfaction as an Intervening Variable, Job Satisfaction shows a value of 0.684 then the R³ value for the Productivity variable is 0.674 meaning that each of the effects of the value variance for Job Satisfaction is 68.4% then the Productivity variable has an impact of 67.4%, The value of Job Satisfaction is a category with a strong impact, so in conclusion, Job Satisfaction has a great influence in mediating the X variable on the Y variable.

Conclusion

From the results of this study, it was produced that workload has an impact on the job satisfaction of production employees, workload has an impact on the productivity of production employees, job satisfaction has an impact on the productivity of production employees, work stress has an impact on the productivity of production employees, and workload has an impact on productivity through job satisfaction in production employees, work stress has an impact on productivity through job satisfaction on production employees. Although the influence of workload and work stress has an impact on employee productivity with job satisfaction as an intervening variable, where the value of job satisfaction is included in the category of strong impact. So in conclusion, job satisfaction has a great influence in mediating variable X on variable Y.

Acknowledgment



We would like to express our sincere gratitude to the management and staff of UD Riau Jaya Paving for their cooperation and participation, to our academic advisors and mentors for their valuable guidance, to our colleagues for their helpful feedback, and to our families and friends for their unwavering support. Additionally, we thank the institutions and organizations that provided the necessary resources for this study. Thank you all for your contributions and support.

References

- A. Yulia, T. Bernhard, T. R. N. (2019). Pengaruh Stres Kerja, Beban Kerja, Dan Lingkungan Kerja Terhadap Produktivitas Karyawan Pada Pt. Fif Group Manado. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 7(3), 2303-1174. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/23747>
- Alfarissi, G. N. S. I. R. (2020). The Effect Of Work Motivation On The Performance Of Helper Employees With Job Sastisfaction As An Intervening Variable (Case Study at PT. Mega Riau Perdana Pekanbaru). *Charli Ones Chintya, Putri Intan permata sari dkk.*, 8(2), 491-502.
- Ali, H., Sastrodiharjo, I., Saputra, F., Besar, G., Ekonomi, F., Bisnis, D., Bhayangkara, U., & Raya, J. (2022). Pengukuran Organizational Citizenship Behavior: Beban Kerja, Budaya Kerja dan Motivasi (Studi Literature Review). *Jurnal Ilmu Multidisplin*, 1(1), 83-93. <https://greenpub.org/JIM/article/view/16>
- Amelia, E, S., & Alini, G. (2019). Pengaruh Stres Kerja Terhadap Produktivitas Kerja Karyawan Pada PT. Telkom Witel Bekasi. *Jurnal Ecodemica, Vol 3*.
- Asmawiyah, Mukhtar, A., & Nurjaya. (2020). Pengaruh Motivasi Kerja Dan Kepuasan Kerja terhadap Produktivitas Karyawan pada PT. Perkebunan Nusantara XIV Makassar. *Jurnal Mirai Management*, 5(2), 388-401.
- Buulolo, F., Dakhi, P., & F.Zalogo, E. (2021). Pengaruh stres kerja terhadap produktivitas pegawai pada Kantor Camat Aramo Kabupaten Nias Selatan. *Jurnal Ilmiah Mahasiswa Nias Selatan*, 4(2), 191-202.
- Desi, R. (2019). Pengaruh Motivasi Terhadap Produktivitas Kerja Karyawan PR Fajar Berlian Tulungagung. *Jurnal Universitas Tulungagung*.
- Filliantoni, B., Hartono, S., & Sudarwati, S. (2019). Pengaruh Disiplin Kerja Dan Stres Kerja Terhadap Produktivitas Karyawan Melalui Mediasi Kepuasan Kerja Pada Karyawan Indomobil Nissan-Datsun Solobaru. *Jurnal Ilmiah Edunomika*, 3(01), 119-130. <https://doi.org/10.29040/jie.v3i01.460>
- Hamsal, H., & Ganarsih, R. (2023). *Pengaruh Beban Kerja Terhadap Produktivitas Dan Lingkungan Kerja Sebagai Variabel*. 4(6), 8518-8527.
- Hanafi, I. (2023). *The Effect Of Job Placement On Performance With The Media8ng Variable Of Educa8on Level In Village Employees In The Bonai Darusalam Sub-District* Pengaruh Penempatan Kerja Terhadap Produktivitas Dengan Variabel Mediasi Tingkat Pendidikan Pada Pegawai Desa Di Kec. 4(6), 8528-8535.



Ilham, R. N., & Arif Partono Prasetio. (2022). Pengaruh Stres Kerja Terhadap Produktivitas Karyawan Pada PT Telkomsel Area 3. *Jurnal Penelitian Ipteks*, 7(2), 97.

Indrastuti, S., Tarjadin, M., & Tanjung, A. R. (2018). Pengaruh Kepemimpinan dan Loyalitas Kerja Terhadap Produktivitas Karyawan Pada Perusahaan Daerah Air Minum (PDAM) Tirta Indragiri Wilayah Pelayanan Kota Tembilahan Akses online : 29(1), 29-40.

Jufrizen, J., & Sitorus, T. S. (2021). Pengaruh Motivasi Kerja dan Kepuasan Kerja Terhadap Produktivitas Dengan Disiplin Kerja Sebagai Variabel Intervening. *Prosiding Seminar Nasional Teknologi Edukasi Sosial dan Humaniora*, 1(1), 841-856.

Lestari, W. M., & dkk. (2020). Pengaruh Stres Kerja , Konflik Kerja dan Beban Kerja. *Bisnis dan Ekonomi*, 27(2), 100-110.

Lumunon, R. R., Sendow, G. M., & Uhing, Y. (2019). Pengaruh Work Life Balance, Kesehatan Kerja dan Beban Kerja terhadap Kepuasan Kerja Karyawan Pt. Tirta Investama (Danone) Aqua Airmadidi the Influence of Work Life Balance, Occupational Health and Workload on Employee Job Satisfaction Pt. Tirta Investama. *Jurnal EMBA*, 7(4), 4671-4680.

Maludin Panjaitan. (2019). Pengaruh Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan. *Jurnal Manajemen*, Vol 3.

Nabawi, R. (2019). Pengaruh Lingkungan Kerja, Kepuasan Kerja dan Beban Kerja Terhadap Produktivitas Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170-183. <https://doi.org/10.30596/maneggio.v2i2.3667>

Novaritpraja, G. Y. (2020). Pengaruh Stres Kerja Terhadap Kepuasan Kerja Dengan Sumber Dukungan Sosial Sebagai Variabel Moderating. *Arthavidya Jurnal Ilmiah Ekonomi*, 22(1), 87-100. <https://doi.org/10.37303/a.v22i1.153>

Nur, M., Musa, D., & Surijadi, H. (2020). Pengaruh Beban Kerja dan Lingkungan Kerja Terhadap Produktivitas Pegawai.

Okta, W, H., & Andre, D, W. (2019). Pengaruh Stres Kerja Terhadap Produktivitas Kerja Melalui Kepuasan Kerja. *Jurnal Ilmu Manajemen*.

Paparang, N. C. P., Areros, W. A., & Tatimu, V. (2021). Pengaruh Kepuasan Kerja Terhadap Produktivitas Pegawai Kantor PT. Post Indonesia di Manado. *Productivity*, 2(2), 119-123.

Pratama, R. B. (2019). Metodologi Penelitian. *Angewandte Chemie International Edition*, 6(11), 951-952., 28-55.

Rahayu, S., & Dahlia, D. (2023). Pengaruh Disiplin Kerja, Motivasi Kerja Dan Komitmen Organisasi Terhadap Kepuasan Kerja dan Produktivitas Pegawai. *Jesya*, 6(1), 370-386. <https://doi.org/10.36778/jesya.v6i1.925>

Razak. (2022). Pengaruh Etos Kerja Dan Komitmen Organisasi Terhadap Produktivitas Karyawan Pada Bagian Kredit Di PT. Bank Riau Kepri Pekanbaru. *Management Studies and Entrepreneurship Journal*, 3(August), 2532-2540.

Rindorindo, R. P., Murni, S., Trang, I., Kerja, P. B., Kerja, S., Kepuasan, D. A. N., Terhadap, K., Manajemen, J., & Ekonomi, F. (2019). *Produktivitas Karyawan Hotel*





Gran Puri The Effect Of Workload , Job Stress And Job Satisfaction On Employee Performance At Gran Puri Hotel. 7(4), 5953–5962.

Rosmaini, R., & Tanjung, H. (2019). Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Produktivitas Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 1–15. <https://doi.org/10.30596/maneggio.v2i1.3366>

Subroto, S. (2017). Analisis Pengaruh Locus Of Control Dan Stres Kerja Terhadap Produktivitas Karyawan Setyowati. *JURNAL ILMIAH MANAJEMEN & BISNIS*, 18(2), 129–139.

Sutikno, M. (2020). Pengaruh Beban Kerja dan Kompensasi Terhadap Turnover Intention Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Karyawan PT. Delta Dunia Sandang Textil). *Prosiding Konferensi Ilmiah Mahasiswa UNISSULA (KIMU)* 3, 450–473.

Sutoro, M., Mawardi, S., & Sugiarti, E. (2020). Pengaruh Kepemimpinan, Kompensasi, Budaya Organisasi, Dan Kepuasan Kerja Terhadap Produktivitas Pegawai Negeri Sipil. *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, 3(4), 411–420. <https://doi.org/10.37481/sjr.v3i4.267>

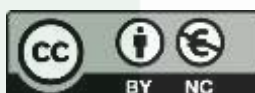
Wirya, K. S., Andiani, N. D., & Telagawathi, N. L. W. S. (2020). Pengaruh Stres Kerja Dan Kepuasan Kerja Terhadap Produktivitas Karyawan Pt. Bpr Sedana Murni. *Prospek: Jurnal Manajemen dan Bisnis*, 2(1), 50. <https://doi.org/10.23887/pjmb.v2i1.26190>

Yusuf, R. M., Taroreh, R. N., & Lumintang, G. G. (2019). Terhadap Produktivitas Karyawan Pada Cv . Indospice Di Manado the Influence of Employee Engagement , Workload , and Job Satisfaction of the Employee Performance At Cv . Indospice in Manado. *Jurnal Emba*, 7(4), 4787–4797.

Yohan, D. P., Sobandi, A. (2019). Pengembangan Sumber Daya Manusia sebagai Faktor yang Mempengaruhi Produktivitas Kerja. *Jurnal Pendidikan Manajemen Perkantoran*, 127 - 133.

UNIVERSITAS
ISLAM RIAU

928 | Page



Article's contents are provided on a Attribution-Non Commercial 4.0 Creative commons license. To see the complete license contents, please visit <http://creativecommons.org/licenses/by-nc/4.0/>